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NINTH ANNUAL CONVENTION
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NATIONAL ASSOCIATION
of CORPORATION TRAINING
BULLETIN

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Volume VIII

June, 1921

The Value of Industrial Athletics

Athletics as an aid in the conservation of health have been recognized by business management for several years, and this recognition has gradually been crystallizing into facilities for proper exercises on the part of the worker, particularly the sedentary worker. Requests have been received from Class "A" members for information upon the subject, especially on behalf of those members who have not yet worked out their athletic plans. Complying with this request a feature article appears in this issue of the Bulletin containing the results of a survey of the field and the developments which have been made, with special reference to industrial and commercial organizations.

PUBLISHED BY ORDER OF THE
BOARD OF TRUSTEES

National Association of Corporation Training

Headquarters, 125 West 12th Street, New York, N. Y.

Purposes

The functions of the Association are twofold: to develop the efficiency of the individual worker; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Classes

From the following—Article V.

Article 1.—An assessment of \$100.00 shall be charged all new class "A" members desirous to attend class.

Article 2.—The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00
The annual dues of Class "B" members shall be 5.00
The annual dues of Class "C" members shall be 10.00

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and April 1 shall pay first year's dues of \$100.00. Those joining between April 1 and July 1 shall pay nine months' dues or \$75. Those joining between July 1 and October 1 shall pay six months' dues or \$50. Those joining between October 1 and December 31, shall pay three months' dues or \$25.00.

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Volume VIII

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No. 6.

THE REORGANIZATION OF THE ASSOCIATION IS COMPLETED

On Tuesday, May 10, the Executive Committee, which has guided the affairs of the Association since its organization in 1913, held its last meeting in New York and completed its work. On the afternoon of the same day the Board of Directors, recently chosen, met, organized and took over the management of the Association, and formulated and adopted the policies which will govern future developments. A report of the actions of the retiring Executive Committee and of the Board of Trustees appears in this issue of the BULLETIN. Thus the instructions given to the Executive Committee by the representatives of Class "A" member companies at the Chicago convention two years ago have been carried out.

The Association is now an incorporated body, operating under a charter granted by the State of Delaware. The affairs of the Association are in the hands of a permanent Board of Trustees chosen from among business executives of the organizations having Class "A" membership in the Association. But it must not be assumed that the responsibilities of the representatives of the Class "A" member companies have been fully discharged. The Board of Trustees have elected able officers, have created a Board of Directors, and have also created committees to study and determine the needs of the Association as to finances, as to membership, and as to editorial policy. But your trustees, and your officers, and your committeemen will succeed in just the degree that they have the active support and cooperation of the representatives of member companies.

The Association has felt the depression due to business conditions, and further due to the short-sighted policy of the executives of a relatively few business organizations to the effect that personnel problems will disappear with the return to pre-war conditions. This assumption is faulty in every respect. There

will be no return to pre-war conditions, and the department of personnel is just as necessary and just as vital to the economic welfare of modern business institutions as are the departments of production, accounting and financing, marketing and traffic or distribution. This fact is recognized by the executives of our present Class "A" member companies, and this membership embraces leading and representative business organizations of every class, both industrial and commercial.

The Board of Trustees decided to admit academic, technical, and governmental institutions into full Class "A" membership. This action will bring into closer harmony the industrial and commercial interests of the country with the academic, technical, and governmental interests. The service which the Association has rendered to its membership will now also be rendered to these organizations. This service will be increased as rapidly as revenue can be provided to finance the enlarged activities, and the development of the service will ultimately culminate in a great Industrial Laboratory with facilities for determining the needs of the business organizations of the United States as to employment, training, health, thrift, and along other lines which fall within the personnel classification. When this laboratory is fully developed and functioning, the universities of this country and the governmental departments of the country will know the needs of industry and of commerce, and as a result of this knowledge and of the cooperation which will follow, strife, wasteful methods and misunderstanding will be minimized or eliminated.

THE ASSOCIATION'S NINTH ANNUAL CONVENTION

As the BULLETIN goes to press (May 16) nineteen of the twenty Sub-Committee reports have been received and either printed and copies mailed to members or are in the process of being printed, and will be mailed as soon as available. This condition assures a successful convention.

The program is slightly varied this year, and embraces four addresses, each address occupying one of the evenings of the convention. There will also be parallel sessions this year during a portion of the meeting. This is made necessary due to the number of subjects that will be discussed.

While there has been no effort made to define the limitations of the personnel department in an industrial or commercial organization, practically all of the sub-divisions which are commonly associated with personnel will be reported upon by the

Sub-Committees and discussed by the delegates. The need for a separate division in management to handle personnel problems is gradually gaining recognition. Ultimately a clear line will be drawn between the problems of personnel and the problems of production, of accounting and financing, of traffic or distribution, and of marketing; and when this classification has taken place, there will of course be better understanding as to just how the personnel department can best function with the other sub-divisions of a modern business organization.

The Local Committee has made all arrangements not only for the business meetings, but also for the pleasure of delegates and guests. Reservations for hotel accommodations should be made to Mr. G. R. Bremner, care Clifton Hotel (Canadian side). This hotel will be the headquarters of the delegates and guests, although the meeting will take place in the rooms of the Chamber of Commerce on the American side.

THE CHARACTER OF A BUSINESS ORGANIZATION

Addressing the Association of Men Employes of the Joseph Horne Company of Pittsburgh, a department store, Mr. J. B. Shea, President of the company, drew a mental picture of what he described as the "character of the store." During his address he said:

"Suppose I try to paint for you the idea of a doorway to success that we might use in the front of this building. We naturally have to have columns. We have to have a column on the right side and one on the left side and a keystone at the top to hold the arch together. As I see it, on the one side we have the column of the Physical Store—we have got to have the building, the fixtures, engine room, to do business in; on the other side I put the Personnel—employer, co-worker, helper, all these people who do the job—you cannot get the goods in or out without them, consequently they have got to be one of the columns. Now, right on top of the Physical Store I would put the first arch stone—Merchandise. And what that covers! Everything you have and everything you don't want to have. It covers everything in the line of the goods we have to sell and that you handle. On the other side my first arch stone would be Service, because that is what the personnel is here for. And Service, it seems to me, is a thing we can go on improving and improving until people will come in and say 'It is just like home in Horne's because they give you such good service.'

"Above the Merchandise stone I am going to put the Value stone. That means the value you give in the merchandise you sell. Now we have on that side the Physical Store, Merchandise and Value. On the other side I am going to put the thing we all want rising about Service—Courtesy. I think it is the biggest 'greaser' that there is in this world. With it you can make everybody feel that they are just having a 'bully' time and at the same time sell them a lot of merchandise. To me it seems a very important thing; courtesy to the co-worker as well as to the customer—courtesy to the customer only being a very narrow way to look at it. Courtesy pays from everyone to everyone. It is so much easier to get a thing done with 'Won't you please?' than by 'Dog gone you, get to it!'

"When I first came out of college I went to work in an iron mill. I was second or third or some other assistant shipping clerk. I had been there but a few weeks when the laborers refused to work for 27½ cents per hour—think of it, 27½ cents per hour! (note—contrast that with today's rate—40 cents)—so I was put to unloading pig iron and I know what it means. I know how leather handlers feel on your hands. The theory at that time was that the only way you could get any work out of these men was to curse them. The most popular shipping clerk at that time was the one who had the vocabulary of the steamboat mate and he developed that vocabulary amazingly. I know what I am talking about. And I want to tell you that I have found that that is not the best way.

"On top of these second stones on the two sides of the doorway I am going to put the same word and that word is Reliability. On the one side, Reliability of the Merchandise. On the opposite side, Reliability of the Written and Spoken Word. Now, it is not such an awfully hard thing to take care of the written word for the Advertising Department is impressed with the necessity of watching this feature. But there is the great big spoken word and the reliability of what you say, and the fact that what you say must not be misrepresented. The whole thing comes down to this: That everyone of you, whenever you tell anything to a customer, are either carrying out the ideals of this store—of its founders—its present management—or else you are not. If you tell them just what is true and proper, you are. If you do not, we will probably have a complaint in the Adjusting Department.

"Two more stones and then the keystone. On the one side, above the Merchandise stone, 'Fair Prices for the Merchandise.'

Not trying to gouge; not trying to get it all; not trying to be a little bit smarter; being satisfied with a decent profit. And on the other side, 'Fair Treatment,' and this means at all times fair treatment either through the Adjusting Department or in the individual departments. Now we have all but the keystone and it is—**INTEGRITY**. For nothing else than this will go in there and cap it all and make it right.

"That is only my view of it—only the kind of store I would like to see run—but it is my belief that if the founders of the store were here today they would back me up in all I have said. I knew them all and worked under them all and I know. So what I am trying to do is to run the kind of a store they would like to have been the founders of.

"All of you are responsible for the fact that by your actions you can help or harm the character of the store. And what I want to impress upon you is that if these characteristics, beliefs, principles, are right, then, as you help these principles, beliefs, ideals, you help yourselves. No man can help to build something well without getting some good out of it. The more time we work along lines of the best, the more good we get out of it ourselves. This is true of these characteristics and ideals of the store. And as the personnel grows closer knit up into the carrying out of our ideals and developing them in this fine building we are going to erect, everyone becomes a better man as well as a better employe and the two are in fact interchangeable."

TABLOID EDITORIALS

Of the graduate class, Amherst College, this year fifty-four will enter business and twenty-eight will take up law, medicine, and other professions. A business career is beginning to make the stronger appeal to the college graduate.

Of the \$12,000,000,000 worth of manufactures now entering international trade, one-third is supplied by the United States, another third by Great Britain, and the remainder chiefly by France, Germany, Italy, Switzerland, Belgium and Japan. The population of the manufacturing world aggregates 350,000,000, while that of the other parts of the world dependent upon them for manufactures is 1,450,000,000.

Due to the "speeding-up" process necessitated by the world war, the manufacturing capacity of the United States has reached

a point about 20 per cent in excess of domestic requirements. As pointed out by George E. Roberts, Vice-President of the National City Bank of New York, "on the finding of profitable markets for this surplus production depends the prosperity of not only the particular industries involved but the general business condition of the entire country."

Approximately 68 per cent of Government income is devoted to the meeting of obligations arising from recent and previous wars, 25 per cent to current military and naval expenditures, 3.2 per cent to primary Government functions, 3 per cent to public works and 1 per cent to research education and development, according to Dr. E. B. Rosa of the United States Bureau of Standards, as quoted in the *Index* of the New York Trust Company.

At the present period China is the only country that places its expenditures for education at the top of its budget.

OPINIONS OF SUCCESSFUL MEN

GOVERNMENT UNDER THE CONSTITUTION

These are days when we should preach Americanism, preach it from the pulpit, in the schoolroom, in the street, wherever and whenever there is an opportunity.

By Americanism we mean a government under the Constitution, a Government which guarantees to its people life, liberty and the pursuit of happiness; which extends to all an opportunity for a good, free education; which guarantees law and order, the security of property whether of the rich or of the poor, courts unaffected by political influences; a government free from class or foreign control, one which does not permit class legislation or an autocracy either of wealth or labor; one which strives to give square, human treatment to those who work; which scrutinizes carefully its immigration and takes intelligent steps to Americanize and prepare for citizenship those who are accepted; a government which believes in arbitration and maintains such reasonable preparation as will enable it to support justice and right by organized force, if need be; a government whose people know but one flag—our flag; one language in our public grade schools—the language of the Declaration of Independence; one loyalty, and that an undivided loyalty to the American people.—

GENERAL LEONARD WOOD.

INDUSTRIAL WASTES AND HOW THEY MAY BE ELIMINATED

The practical thing that can be done is to eliminate some of the wastes and misfits in our production, and depend upon the normal processes of business and human desires to absorb them. The largest area of waste lies in the large periods of slack production and unemployment, due to the ebb and flow of economic tides between booms and slumps. The idea would be steadily increasing production—an ideal of no likelihood of exact realization because of inability to ever gauge the advance in growth consumption or the approach of saturation. On the other hand, there are certain possibilities of stabilization worth consideration. For instance, we can classify labor into that engaged in production and service from this equipment. Our studies of industries as a whole show that we usually expand our equipment just at the periods of maximum demand for their products instead of doing our plant expansion during periods of slack consumption. We thus make double demands on labor and we doubly increase unemployment in periods of reduced consumption. That is indeed one of the factors in our great unemployment today. Everyone knows that for our normal productivity, our transportational facilities are today inadequate. We know that we are insufficiently housed, insufficiently equipped in our public roads and our public utilities; that we need an entire revision of our power supply, that we need expansion of our water ways, and yet armies of idle men are walking the streets. The reasons why this occurs are not far to seek, in that it is at times of high productivity that capital is most easily obtained.

Another variety of intermittent employment, and thus great waste, lies in certain industries now operating upon an unnecessarily wide seasonal fluctuation, as, for instance, the bituminous coal industry. This is today one of our worst functioning industries. Those mines operate seasonally and erratically. They proceed from gluts to famines, from profiteering to bankruptcy. As already determined by our engineering bodies, the men who mine our coal find work only 70 per cent of their time. In other words, there are 30 per cent more equipment, 30 per cent more men, attached to this industry than are necessary if it were stabilized to continuous operation. The mining engineers have already pointed out the directions in which remedy lies, through storage, through railway rate differentials and other remedies. Through constructive action, an army of men could be released

from this industry of necessity to convert some luxury into a necessity of tomorrow. This is no plan to control prices or profits, although through it both the producer and consumer in coal could be placed upon a sounder basis than today. The interest of the consumer and producer is, however, even less important than relief from the intermittent employment and unemployment within this industry that today brings a train of indefinite human misery and some of our lowest standards of living.

The second largest area of waste in productivity is the eternal amount of labor friction, strikes and lockouts. The varied social and economic forces involved in this problem need no repetition here. Fundamentally this is not alone a struggle for division of the results of production between capital and labor, but there is also a loss greater from strikes and lockouts in the element of purely human friction and loss outside the area of dispute on wages and hours. The growth of industry into large units has destroyed the old mutuality of interest between employe and employer. Our repetitive processes have tended to destroy the creative instinct and interest in employes; at times their efforts sink to low levels indeed. We will yet have to reorganize the whole employment relationship to find its solution. There is great promise in this field during the past two years, and the progress in this matter is one of the subjects under our inquiry.

Yet another variety of loss lies in the unnecessarily faulty distribution of our labor supply due to seasonal and to shifting demands. An adequate national employment service is indeed the first need to reduction of these wastes.

Probably the next largest fraction of waste in productivity lies in a too high degree of individualism in certain basic products and tools. In other words, a standardization of certain national utensils makes for economy in distribution, in operation and in repairs.—HERBERT HOOVER.

FALLACY OF THE THEORY OF OVERPRODUCTION

A great fear haunts the world at the present moment that overproduction is impending. Under the influence of this fear nations are tending to erect tariff barriers against one another and to guard their domestic markets against an influx of foreign goods. Proposals for curtailing production in many different lines are rife. Such a policy generally carried out means indus-

trial suicide. The world has been inadequately fed and clothed and housed for nearly six years. Vast populations are suffering from malnutrition and disease as a consequence, and a generation of children is growing up in many parts of the world stunted and perverted.

Certain of the older economists laid down the principle that a general overproduction is impossible and that a general oversupply is impossible. Wheat comes into the market as supply of wheat, but it also comes into the market as demand for the products of other industries, which the producer of wheat desires to consume—for silk, for cotton, for sugar, and for automobiles. Cotton comes into the market as supply of cotton, but it likewise constitutes demand for corn, for pork, for other products which the southern farmer wishes to consume. And so with every other commodity. It is supply of its own kind, but it is demand for every other kind of commodity. Supply and demand then, in the aggregate, are not merely equal: they are identical, since every commodity may be looked upon either as supply or as demand.—B. M. ANDERSON, JR., Economist of the Chase National Bank, New York.

FEDERAL INDUSTRIAL CONTROL

"I do not believe in socialism; in governmental management or operation; but I do advocate publicity, regulation and reasonable control through Government agencies. Members of commissions or departments should be non-partisan, non-sectarian, based on qualification and moral character. Their decisions should be subject to review by the highest courts.

"Laws—clear, well defined, practicable and easy of comprehension—covering these matters might be passed, and if so they should apply to all economic organizations, groups or bodies exceeding certain specified numbers or amounts. Both organized capital and organized labor should be placed under these laws. Each should be entitled to the same protection and be subject to the same restrictions and provisions. Will labor unions consent to this? They have heretofore objected. Here would be a test. Labor union leaders have before now asked and received discriminatory exemptions. This is wrong, and it would be just as bad if the situation were reversed. Employers generally desire only the same treatment that is accorded to labor unions. The large majority of workmen also would be satisfied with this standard.

"As stated and repeated publicly, we do not combat, though

we do not contract or deal with, labor unions as such. Personally, I believe they may have been justified in the long past, for I think the workmen were not always treated justly; that because of their lack of experience or otherwise they were unable to protect themselves; and therefore needed the assistance of outsiders in order to secure their rights.

"But whatever may have been the conditions of employment in the long past, and whatever may have been the results of unionism, concerning which there is at least much uncertainty, there is at present, in the opinion of the large majority of both employers and employees, no necessity for labor unions; and that no benefit or advantage through them will accrue to any one except the union labor leaders.

"If a workman desires to join a labor union, he is, of course, at liberty to do so, and in that case he should not be discriminated against by an 'open shop' so long as he respects the rights of his employer and his co-employees and in every way conforms to the laws of the land. The 'open shop,' as heretofore publicly defined, is what we believe in and stand for.

"The workman, if he belongs to a labor union, becomes the industrial slave of the union. He has no power of initiative or opportunity to apply his natural mental and physical capacity. If our own shops should become thoroughly unionized and all others likewise should recognize the unions, and the steel industry should become entirely organized, as the leaders have openly attempted, then the management would be in the hands of the unions.

"The natural and certain effects of labor unionism are expressed by three words: Inefficiency, high costs. And be it remembered that in the end the general public, which is more interested in the selling prices of all products, must pay for extortionate, unnecessary and unreasonable costs of production. It is primarily, fundamentally and finally interested in the existence and conduct of labor unions.

"The end sought by labor union leaders that, at least to which their efforts tend, means disaster and destruction.

"It is noticeable that oftentimes they seek to control politics, and openly, as a body, advocate the election or defeat of even the President of the United States. They oppose or favor legislation of divers kinds. They would regulate police departments. They would, if possible, fill all official positions and control the existence, repeal or change of laws. Worse than everything else,

they would dominate the Supreme Court of the United States, our citadel of defense to person and property—to civilization itself. Many of them criticise and defy the final decisions of the courts. Very little has been written or spoken concerning this attitude, although it strikes at the very foundation of our great Republic."

In connection with collective bargaining, Judge Gary said:

"From our inquiry and study we do not believe any plan for collective bargaining has been put in practice which is better than our own, or has been of real benefit to the employe or employer. On the contrary, it seems to us that experience, up to date, shows that both have been disadvantaged; that there has been less efficiency and higher cost, and that therefore the great consuming public has been injured.

"However, it is proper to say that if a plan, better than ours, is developed and proven to be of real benefit to the employes and, at the same time reasonable, practicable and fair to them, we will not be slow to adopt it."—JUDGE ELBERT H. GARY, Chairman of the Board of the United States Steel Corporation.

LABOR'S VOICE IN INDUSTRY

Now, fundamentally, the basis of all modern progress is the efficiency of labor, and I have been wondering whether the labor of Germany, having passed through the crucible of trials and tribulations of warfare, has not placed that great and already efficient nation in a position that will make us look well to our laurels, if indeed we do not lose the benefits of everything we have so justly won. Therefore, my friends, the question is one of that character that we must face today. German workmen are efficient and German workmen are eager for work, and German workmen will give a full day's work for a full day's pay, and upon that basis is built all the great industry and prosperity of every country.

In Germany today, for example, steel can be placed in England at \$20 a ton below England's cost. I have a works in Germany where we made pneumatic tools, which was built ten years ago, and we shipped them from Detroit and sold them as German products at half their cost—the German's cost. Today they can ship these tools from Germany to Detroit at half our cost.

Now, gentlemen, these are serious questions that we have all got to consider. Do you realize that in the manufacture of steel 85 cents out of every dollar that is paid out is for labor? The

other costs of manufacture represent but a small part of this great expenditure, and, therefore, our efforts must be bent in the direction of convincing the great working class, the great mass of working people of this country, of the necessity of our winning and retaining our place in business and commerce, which can be done only through their own efforts and through their own efficiency.

Now, I believe the time has arrived when American labor must have a voice in its own efforts; that American labor must be represented in the highest councils of commerce; that the day of autocratic government of labor has passed, and that we should meet the workmen as our equals and discuss our problems and their problems with them, and, in that way, bring about a relationship that will undoubtedly redound to the benefit and credit and advancement of this great country of ours.—CHARLES M. SCHWAB.

COOPERATIVE SPIRIT NEEDED

If we can have a cooperative spirit along right lines and recognition of the difficulties and the rights of others, and an earnest effort to bring about at the earliest date those conditions which we would like to have obtain, we will soon be looking upon the troubles of the present day as troubles of the past, and will find our country as well as ourselves in a better position, a better condition and a better frame of mind, and with more lofty resolves for the future than we had before.—F. E. CLARK, Chairman, Interstate Commerce Commission.

In many industries the processes of manufacture and construction are made more difficult and more expensive by a lack of skilled workmen. This lack is not chiefly a want of manual dexterity, though such a want is common, but a want of what may be called industrial intelligence. By that is meant mental power to see beyond the task which occupies the mind for the moment, to the operations which have preceded and to those which follow it—power to take in the whole process, knowledge of materials, ideas of cost, ideas of organization, business sense and a conscience which recognizes obligation.—Massachusetts Commission on Industrial Training.

One single idea may have greater weight than the labor of all the men, animals, and engines for a century.—RALPH WALDO EMERSON.

THE VALUE OF INDUSTRIAL ATHLETICS

It Is Only Necessary to Consider the Rapid Loss of Strength Resulting from Being Confined to a Bed or Invalid Chair Over a Comparatively Brief Period, Though Suffering Merely from a Slight Accident, to Realize the Indispensable Function of Exercise in Keeping the Muscles Healthy and in Sapping the Individual's Vigor—The Following Article Is a Survey of the Development of Industrial Athletics in Industrial and Commercial Organizations.

The most recent and conservative estimate of the financial loss to the United States from earnings cut off by preventable disease*and premature death reaches the figure approximately \$1,500,000,000 yearly. That the lack of sensible, sane, corrective exercise on the part of the worker, particularly the sedentary worker, has a large share in the creation of this appalling total, cannot with logic be denied. It is only necessary to consider the rapid loss of strength resulting from being confined to a bed or invalid chair over a comparatively brief period, though suffering from nothing more generally debilitating than a sprained ankle, to realize the indispensable function of exercise in keeping the muscles pliable, in helping to throw off body poisons, and in producing generally the feeling of "snap," vigor, and appetite that every individual in good health experiences. The large measure of dependence for the success of their enterprises which employers must place in this same vigor and "snap" on the part of their workers, together with a recognition of the fact that by bringing forms of athletic recreation—usually beyond the means of the average worker—within that worker's reach, he is serving the need of all his employes for healthful and sane physical exercise are the underlying motives actuating many an employer who has provided such facilities.

Provision by industrial concerns for recreation in terms of athletics takes the following forms:

- | | |
|---------------------|-------------------------------|
| 1. Recreation parks | 4. Rifle ranges |
| 2. Athletic fields | 5. Country clubs |
| 3. Equipment for | 6. Boat clubs |
| Baseball | 7. Aero clubs |
| Football | 8. Vacation camps |
| Soccer | 9. Roof gardens for athletics |
| Tennis | 10. Gymnasiums |
| Basket-ball | 11. Swimming pools |
| Golf | 12. Field days |

- | | |
|---------------|--|
| Cricket | 13. Ice skating is sometimes provided by |
| Hockey | flooding athletic fields. |
| Running races | |

Recreation Parks

Several companies provide parks which are intended generally to benefit all of the townspeople and get them together in a social way. A very beautiful park of many hundred acres is provided by one company, not alone for its employes, although they have constant use of it, but also for the general public. For the use of picnic parties there are provided tables and benches enough to accommodate 5,000 persons. There are rest rooms, a children's playground, an athletic field with tennis court, shooting galleries, bowling alleys, restaurants, opportunity for boating, and a concrete swimming pool large enough for 2,000 people to use at one time.

Athletic Fields

An investigation of certain forms of welfare work conducted by industrial establishments by the United States Department of Labor gives us the following facts regarding athletic fields:

"Twenty-eight of the 431 establishments investigated provide athletic fields for the use of their employes and their families in the enjoyment of outdoor sports. In most cases baseball, football, and tennis are provided for, and several establishments have good track teams. In many cases there is a good grandstand. One company, with about 16,000 employes, has a large athletic field with a house each for the men and women. These houses are equipped with lockers, showers, etc., and have wide porches with chairs. There are sixteen tennis courts and four baseball diamonds. An instructor in tennis playing is hired by the company, and a court is always reserved for beginners. These courts are open to the public during the hours the plant is in operation. There are eight baseball teams, and on the annual field day, when all the usual track events are scheduled, there is an attendance of about 20,000 persons.

"Another large company has a federation of employes' clubs, educational as well as athletic, governed by a 'central committee' composed of one representative from each club and one member representing the factory management. The company does not expect to finance these organizations so long as they can succeed by themselves; but if, for good reasons, they need assistance, the company stands ready to furnish it. A fine athletic field is pro-

vided for the employees. An unusual club is the aero club with forty active members. The company provides the balloon and keeps it in repair, and the running expenses of the club are provided for by dues and fees for flights.

"One large steel company has provided a fine athletic field with grandstand seating 3,500 people, which has dressing rooms, lockers, showers, and gymnasium underneath. The field has baseball diamonds, a football field, and ten tennis courts. Another company has an athletic field of twelve acres devoted to baseball, football, and tennis. The company gives prizes to the teams and the athletic club furnishes uniforms and equipment. An athletic association with 900 members has two baseball diamonds, two soccer fields, and a number of tennis courts. The actual membership fee is \$3, which amount the company duplicates."

Clubs and Clubrooms

Firms which provide clubs or camps for their employees do so for the purpose of furnishing either a place where employes may spend their spare time in wholesome, health-giving recreation, or where they may go for week-ends and holidays or daily for golf, tennis, shooting, swimming, etc. The country places are often situated where there are many of the natural advantages for outdoor recreation, or if not, plenty of such facilities are provided.

NUMBER OF ESTABLISHMENTS (OUT OF 431 INVESTIGATED BY THE U. S. LABOR BUREAU) HAVING CLUBROOMS AND CLUBHOUSES, BY INDUSTRIES

INDUSTRY	Number of establishments having Clubhouses or Clubrooms		
	Number	Number of Employees	Clubhouses or Clubrooms
Automobiles	3	24,001	2
Foundries and machine shops.....	19	59,787	14
Gas, electric light, and power.....	6	21,432	6
Iron and steel.....	7	33,941	7
Mining, coal.....	5	18,552	4
Mining, other than coal.....	7	11,536	7
Offices.....	7	13,085	6
Railroads, electric.....	14	57,210	14
Railroads, steam.....	8	354,525	8
Stores.....	13	33,396	11
Textiles.....	23	23,818	22
Other industries.....	40	205,256	36
	152	856,539	137

The head of the firm of one large factory in New England

presented a very beautiful and commodious clubhouse to his employes. The house has bowling alleys, smoking and lounging rooms for men, clubrooms for women, a large general recreation room, and a music hall with stage so constructed that it may be enclosed and heated in winter, but in the summer may be opened up to form a roofed-over summer garden. In connection with the clubhouse is an athletic field of thirteen acres, which can be flooded in winter for skating. Club membership is open to all employes and members of their families, and about one-third of the total number of employes belong to the club. The dues are \$2 a year, and the government of the organization is in the hands of a board of directors, the majority of whom are elected from the rank and file of the factory workers. This club is located close to the factories so that it can be used at the noon hour.

Another company with about 2,900 employes has donated to its force an excellent, large clubhouse. With the exception of one representative of the management on the board of governors, it is managed by the athletic association, which has a membership of about 2,000. Two hundred of these are outsiders, it being a provision of the club rules that outsiders may belong to the club, but that they may never form more than 25 per cent of the membership. The annual dues are \$1. Many acres are devoted to athletics, baseball, football, cricket, field sports, and tennis, and there is also a fine shooting range. At a recent annual field day 10,000 persons assembled for the events.

Roof Gardens

The recreational facilities provided by roof gardens are necessarily mainly in the line of outdoor sports. One large department store has three tennis courts and two basket-ball courts in wire cages, as well as two running tracks. One very large office building has tennis courts; another has an athletic cage on the roof; and still another, in addition to seats and walks, has two places screened off for handball, one for men and one for women. Many of the roof gardens are very attractively furnished with plants, easy chairs, hammocks, swings, and awnings, so that they are very cool and comfortable places to spend the noon hour in summer.

Baseball Grounds

Of the 431 companies from which schedules were secured by the Department of Labor, 152 establishments, employing 815,535 persons, report having baseball grounds. In the majority of

these establishments the company provides the ball grounds only, but in 38 cases the company also provides the equipment or makes cash donations to the teams. Twelve companies provide equipment only, which in most cases includes the uniforms; and half a dozen other establishments report ball teams, but make no statement as to where the games are played.

One company has ten baseball teams in one plant, all of which belong to the city league. Other companies have teams in different departments of the plant, playing interdepartmental games and bringing into these games much friendly rivalry in the contests, either for the cup or prizes which the companies offer.

In several cases where companies have a number of plants the employes have formed leagues. One company had twenty-five teams in its various camps forming a league, all these teams competing for the championship. For some time this company expended a large sum of money each year on baseball. It was found, however, that the superintendents were putting good ball players on the pay roll who were not good workers, and that the players were losing too much time, so the policy of the company was changed. The company now contributes \$50 annually to each ball team and helps maintain the grounds and stands.

Other Athletics

The Department of Labor further reports that tennis, basketball, golf, cricket, hockey and such games are patronized chiefly by office workers, although there are many companies which provide facilities for these sports in generous enough measure to be used by others if they wish. Such games as golf are of course somewhat prohibitive in themselves, since the equipment for playing is expensive and the fees for the few clubs reported would indicate that only the higher salaried employes play.

Several gun clubs are reported, for which generally an outdoors rifle range is provided. One club with a membership of about 150 has a special contest arranged about four times a year which is made a social event among the employes.

Clubs for boating are found only rarely. One company has a boat club of nearly 100 members, but this company with its fine clubhouse and 300 acres of land close to the ocean has exceptional opportunities along these lines to offer to its employes.

There are 89 companies reported which provide the space for tennis courts and which in most cases keep them in good condition for playing. Frequently there are from four to six well-kept courts, and in several instances the number ranges from ten

to sixteen. A considerable number of establishments report that no charge is made for the use of the courts, while the fees reported by others vary from 50 cents to \$4 per season, the predominating fees being 50 cents and \$1. As in the case of basket-ball, when the courts are found in connection with the club, no fees other than the club dues are charged for their upkeep.

NUMBER OF ESTABLISHMENTS (OUT OF 431 INVESTIGATED
BY THE U. S. LABOR BUREAU) HAVING GYMNASIUMS,
BY INDUSTRIES

INDUSTRY	Establishments having Gymnasiums		
	Number	Number of Employees	Gymnasiums
Automobiles	3	24,001	—
Foundries and machine shops	19	59,787	4
Gas, electric light, and power	6	21,432	—
Iron and steel	7	33,941	3
Mining, coal	5	18,552	—
Mining, other than coal	7	11,536	2
Offices	7	13,085	2
Railroads, electric	14	57,210	4
Railroads, steam	8	354,525	7
Stores	13	33,396	1
Textiles	23	23,818	12
Other industries	40	205,256	17
	152	856,539	52

These places for exercise vary from small rooms with simple equipment to large and well-equipped rooms or buildings, with instructors in charge. Quite frequently, as a means of saving space, the auditorium, either in plant or clubhouse, has gymnasium equipment, thus securing double service for the one room.

In a few instances companies have separate gymnasium buildings. One company employing several thousand people has built a very complete gymnasium for its office employes, with squash and handball courts, and exercise room. There is a large swimming pool having a continuous flow of filtered and warmed water and rooms with shower, needle and electric baths. This gymnasium is in charge of three instructors and classes are held alternately on employers' and employes' time.

Another company equipped a gymnasium very completely and turned it over to an association of employes to manage. A very competent instructor was engaged and a nominal fee for membership charged. There was not, however, sufficient interest shown to warrant retaining the instructor, and the result was an almost complete waste of space and valuable equipment.

Still another company has an excellent athletic field and

grandstand, with a gymnasium and lockers and showers, as well as clubrooms for the athletic teams.

In addition to the fifty-two plants mentioned above, several companies which do not have gymnasiums of their own make it a practice to pay part or all of the membership fees in the Y. M. C. A. and Y. W. C. A. for those of their younger employees who wish to take the courses.

Basket-ball courts were found at fifty establishments. In quite a few instances outdoor courts were found, but in most cases these courts are in the clubhouses or gymnasiums, where, as a rule, no fees are charged beyond the club dues. In some cases the companies provide uniforms and equipment.

Not a great many of the fifty-two establishments having gymnasiums reported as to the number using these accommodations, but it would seem from those which did report that they are usually used by only a small proportion of the employees.

Fourteen of the fifty-two plants report that no fees are charged for the use of the gymnasiums; one establishment, having 15,000 employees, reports a charge of \$5 per year and a membership fee of \$4; another, with 1,200 employees, charges only \$1. The remaining establishments did not report on this point.

Swimming Pools

Forty-one establishments reporting to the Labor Bureau had provided baths in swimming pools for the benefit of their employees. In twenty-seven of these the pool is inside the clubhouse. In thirteen establishments outdoor swimming pools are found, and one establishment did not report the location of its pool.

Among the comparatively few establishments reporting as to the numbers using the swimming pools, one, having 2,370 employees, said its indoor pool was used by 2,000 in a given month; another, with 2,815 employees, reported that the pool was used by 3,713 in one season; still another, having only 748 employees, said that 1,580 used the pool in one month. One concern, with 1,708 employees, said that its outdoor pool was used by 200 persons per day during hot weather, and another establishment, with 6,681 employees, having an outdoor pool convenient to the homes of many of its employees, reported that 102,000 had made use of it during the season. This pool is very large and well constructed and there are very good bathhouses with showers for men and women.

Most of the reports, both as to indoor and outdoor pools, stated that the water is changed once, or in some cases, twice a

week, and in one or two instances it was reported that a continuous flow of water is supplied.

Results

It is undoubtedly true that, with the exception of the younger and more naturally vigorous workers, out-of-door sports frequently do not make as strong an appeal to the majority of workers as do other forms of amusement. Normal fatigue at the end of the day's work often renders physically strenuous exercise or recreation unattractive; and again, the fact that the more common forms of organized outdoor games—baseball, football, tennis, etc.—call for the participation of but few people at a time undoubtedly limits the influence upon the general health of such games. However, even though not participants in the organized sports, the provision of athletic fields, parks, vacation camps, country clubs, etc., in tempting into the open air, if only as a spectator, does affect advantageously the majority of any body of employes, and in a large number of plants it is recognized that the special function of the company athletic association is the fostering of a more general interest on the part of employes in all kinds of amusements which take place out-of-doors. Indeed in not a few plants this interest has become so keen as to be comparable to the enthusiasm shown by and for university organizations with similar aims.

For example, one company baseball team is reported as being a member of an interstate league; a soccer team, made up of employes of a huge steel company, was the winner of the world's championship; an industrial aero club held the national championship in balloon flights for three years and secured the international championship in the last race held at Paris before the war, and the rifle club of this same company is affiliated with the National Rifle Association.

In 1923 Over One-Half the Stockholders in the General Electric Co. Will Be Employes

When the 30,000 employes who have subscribed to stock in the General Electric Co. have completed their instalment payments, which will be in 1923, over one-half of the stockholders in the company will be employes. This does not mean that the employes will own over one-half of the stock, as the holdings of non employes are larger than the holdings of employes. At the present time there are 21,461 non-employe stockholders.

THE BOARD OF TRUSTEES ORGANIZES AND DETERMINES POLICIES

The Recently Chosen Board of Trustees Met in New York Tuesday, May 10, Organized, Elected Officers, Accepted the Association's Charter, Adopted the By-Laws Which Have Been Approved by the Class "A" Membership, Determined Upon the Association's Policies, and Assumed the Management and Control of the Association—The Retiring Executive Committee Also Met on the Forenoon of the Same Day and Completed Its Work—Ex-President Kincaid Chosen as the First President of the Association Under Its Incorporated Form—Mr. T. E. Donnelley, Vice-President; Dr. Lee K. Frankel, Treasurer, and Mr. F. C. Henderschott, Secretary and Managing Director.

Pursuant to a call issued by President Park, the Executive Committee convened in New York on Tuesday, May 10, at 10 o'clock. President Park presided. Dr. Lee Galloway, Mr. John McLeod, Mr. W. W. Kincaid, Mr. J. H. Yoder, Mr. F. C. Henderschott, Managing Director, were also present.

The Treasurer submitted a report showing balance on hand of \$6,259.91. The report was approved and ordered filed.

The Managing Director submitted a membership report showing five new Class "A" memberships received since the last meeting, also twelve Class "B" and twenty Class "C" memberships.

The Managing Director submitted the final report for the Sub-Committee on Incorporation, and presented the Association's charter. The report was accepted.

The Managing Director submitted a budget showing the Association's probable receipts and expenditures for the balance of the current calendar year. The budget was approved by the Executive Committee and referred to the incoming Board of Trustees.

The Managing Director submitted a statement showing the present status of Sub-Committee reports to be submitted at the Ninth Annual Convention at Niagara Falls June 6th to 10th inclusive.

The Managing Director also presented reports covering the election of Class II and Class III Trustees and the acceptances of Trustees elected. Upon motion the report was ordered received and approved.

The Managing Director also informed the Executive Committee regarding preparations for the Ninth Annual Convention of the Association.

President Park then submitted a memorandum setting forth

the present status of the Association and other information of value to the incoming Board of Trustees. Unanimously approved. The Executive Committee then adjourned sine die.

Actions by the Board of Trustees

The Board of Trustees was convened at 2 o'clock. Present: Mr. L. L. Park, Mr. W. W. Kincaid, Mr. Fred W. Tasney, Mr. B. L. Worden, Dr. H. M. Rowe, Mr. H. A. Hopf, Mr. M. D. Gehris, Mr. L. L. Branthover, Mr. F. S. Blanchard, Mr. F. H. Dodge, Mr. John McLeod, Mr. F. C. Henderschott.

A motion was made by Mr. McLeod, and seconded by Mr. Gehris, that Mr. Kincaid act as temporary chairman of the board. The motion was unanimously carried.

The temporary chairman then appointed Mr. Henderschott temporary secretary.

The temporary secretary then presented the Association's Charter granted by the State of Delaware.

Mr. Branthover moved, seconded by Mr. Hopf, and the motion unanimously carried, that the chair appoint a nominating committee to nominate officers for the coming year. Messrs. McLeod, Park and Branthover were appointed.

There was a discussion as to whether or not a Board of Directors should be elected. Mr. Hopf moved that the nominating committee be instructed to nominate a Board of Directors, which motion was seconded and unanimously carried.

The Secretary then read the statement prepared by President Park, and approved by the Executive Committee for the information of the Board of Trustees as to the status of the Association at the present time and its future needs.

Mr. Hopf moved that the report be received and the thanks of the Board of Trustees be tendered to the retiring Executive Committee for its information. The motion was unanimously carried.

The nominating committee then made its report: For President, Mr. W. W. Kincaid; for Vice-President, Mr. T. E. Donnelly; for Treasurer, Dr. Lee K. Frankel; for Secretary and Managing Director, Mr. F. C. Henderschott. For Board of Directors, Mr. M. S. Sloan, Chairman; Dr. Lee Frankel, Mr. F. W. Tasney, Mr. Edgar J. Kaufmann, Mr. B. L. Worden, Mr. H. S. Dennison, Mr. M. D. Gehris, Mr. John McLeod.

Mr. Blanchard moved, seconded by Dr. Rowe, that the re-

port of the nominating committee be accepted, and the report was unanimously accepted.

In a brief speech of acceptance Mr. Kincaid outlined the policies he feels should be developed.

The By-Laws provide that Class II and Class III Trustees shall be elected for terms of service ranging from one to five years. The chair appointed Messrs. Branthover and Park a committee to prepare ballots by which the term of office of each Class II and Class III Trustee might be determined through a drawing of the ballots from a hat. The result of the drawing was as follows:

Class II

For a five-year term: Mr. W. H. Ingersoll and Mr. Edwin S. Marston.

For a four-year term: Mr. S. B. Bullard and Mr. Melville W. Mix.

For a three-year term: Mr. T. E. Donnelley and Dr. Lee K. Frankel.

For a two-year term: Mr. N. F. Brady and Mr. Edgar J. Kaufmann.

For a one-year term: Mr. M. B. Gehris and Mr. W. S. MacArthur.

Class III

For a five-year term: Mr. L. L. Branthover and Dr. C. C. Burlingame.

For a four-year term: Mr. P. W. Turner and Mr. B. L. Worden.

For a three-year term: Mr. Fred W. Tasney and Col. F. R. Ayres.

For a two-year term: Mr. F. S. Blanchard and Mr. H. A. Hopf.

For a one-year term: Mr. F. H. Dodge and Mr. T. E. Mitten.

Upon motion of Mr. Hopf, seconded by Mr. Gehris, the term of office of the members of the Board of Directors was fixed for a period of one year.

At the request of the President, a long discussion of the recommendations submitted by the retiring Executive Committee was held. Each member of the Board present was asked to express his opinion as to the policies to be pursued. At the conclusion of the discussion Mr. Henderschott moved that the President be authorized to appoint three committees—a Finance, a Membership, and an Editorial Committee—these committees to

report from time to time to the Board of Directors, which is authorized to accept their reports and between meetings of the Board of Trustees to direct the activities of these committees. The motion was seconded by Mr. Hopf and unanimously adopted.

As a result of the discussion the policy of the Board of Trustees in so far as determined was:

1. That the Managing Director be relieved of financial responsibility in connection with the revenue of the Association, and that this responsibility be vested in a Committee on Finance.

2. That the Managing Director be relieved of the responsibility of securing new memberships, more especially Class "A" memberships, and that this responsibility be vested in the Committee on Membership.

3. That the duties of the Managing Director be confined to the rendering of service.

It was the feeling of the Board of Trustees that the Association should be placed on a sound financial basis, but that the methods by which this condition shall be brought about shall be determined by the Finance Committee, and that these methods when determined, shall be approved by the Board of Directors.

It was further the opinion of the Board of Trustees that the best interests of the Association demand that Class "A" membership be extended as widely as possible.

It was also the opinion of the Board of Trustees that under its incorporated form educational institutions should be admitted to Class "A" membership. Mr. Gehris moved that educational institutions be admitted to Class "A" membership. The motion was seconded by Mr. Blanchard, and unanimously approved.

In connection with the discussion of the recommendations made by the retiring Executive Committee, the Secretary presented the report of the Treasurer showing the Association's financial condition, and also the budget, which was presented by the Managing Director first to the Executive Committee and referred to the Board of Trustees. After discussion the matter of the Association's financial condition was referred to the Committee on Finance.

The Secretary also presented a membership report which was duly accepted.

Mr. Gehris moved, and the motion was duly seconded, that the Secretary be instructed to secure an official seal for the Association. The motion was unanimously adopted.

Mr. Gehris moved that eight members of the Board of Trus-

tees constitute a quorum. The motion was seconded and unanimously approved.

Mr. Gehris moved that four members of the Board of Directors constitute a quorum. The motion was seconded and unanimously approved.

President Kincaid announced the appointment of committees as follows:

Finance Committee: Mr. M. S. Sloan, Chairman; Dr. Lee Frankel, Mr. B. L. Worden, Dr. H. M. Rowe, Mr. John McLeod.

Membership Committee: Mr. L. L. Branthover, Chairman; Mr. Fred W. Tasney, Mr. Henry S. Dennison.

Editorial Committee: Mr. F. C. Henderschott, Chairman; Mr. Harry A. Hopf, Mr. L. L. Park.

The meeting then adjourned.

Optional vs. Compulsory Training in Business Organizations

A report recently issued by a large Eastern company gives the following figures: Out of a total of 213 employees enrolled in the first year classes for accountants, 89 completed successfully the year's studies; 50 of this number completed the second year's studies; 14 entered the third and last year; and 9 were graduated. From these figures it is clear that a high state of efficiency among employees cannot be obtained from voluntary effort. Enrollment and attendance was optional on the part of employees.

In the same company, where commercial courses are conducted on company time, enrollment and attendance being compulsory, the losses covering a period of ten years—the number who have failed to complete courses in which they have enrolled—has averaged only from four to eight per cent, due largely to sickness, moving from the city, resignation, or discharge. These comparative figures emphasize the necessity of making training compulsory if the company is to secure the higher degree of efficiency on the part of employees.

Distinctive Features of Washburn-Crosby Employee Representation Plan

The Employee Representation Plan of the Washburn-Crosby Co. differs in some respects from other plans of this character which have been instituted in industrial organizations. The features which make this plan different were described recently by M. D. Bell, General Superintendent of the Company:

Each department having its own committee of three employees,

the chairmen of these forty-four department committees consisting of the general committee, and they in turn choosing out of their own number the five members of the Employees Executive Committee. The election is held in the plant, open to all employees without discrimination.

Mr. Bell expressed his belief that the problems facing industry today will be met most satisfactorily where there is the opportunity provided for full discussion by all concerned, and that these committees and the conferences have contributed greatly to the good-will and successful handling of many matters.

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

Aetna Life Insurance Company, Hartford, Conn., Mr. Charles H. Remington.

Lever Brothers Company, Cambridge, Mass., Mr. John W. Baker.

Class "B"

F. K. Singer, Bell Telephone Company of Pennsylvania, Pittsburgh, Pa.

Class "C"

The Amos Tuck School of Finance, Dartmouth College, Hanover, N. H.

Russel L. Gould, 720 Avenue "C," Bayonne, N. J.

Gerald B. Lloyd, Morland & Impey, Ltd., Birmingham, England.

Rowland Rogers, Picture Service Corporation, 51 East 42nd Street, New York, N. Y.

Walter B. Spencer, New Haven Commercial High School, York Square, New Haven, Conn.

Alpheus Winter, Manufacturers' Association of Bridgeport, Bridgeport, Conn.

Armour & Company Employees To Be Represented in Plant Management

J. Ogden Armour, President of Armour & Company, announced recently that a plan had been perfected whereby the plant workers in the future would take part in the deliberations to formulate, through a regularly elected council, any plans that have to do with such matters as wages, hours of labor, working

conditions and other things wherein the interests of employees and employers plainly converge.

This plan was given to the employees and after a series of elections, a plant conference board was duly chosen. That board will meet with an equal number of men who have been appointed by the company to represent the company whenever any change in working conditions may be thought advisable, either by the employees or the company. The press has seen fit to call our plant employees' representation plan an "industrial democracy plan," and that title really expresses the purpose of the plan better than any other words could express it.

Eastman Kodak Co. Continues Plan for Employees to Benefit by Stock Distribution

The New York Times, in an account of the annual meeting of the stockholders of the Eastman Kodak Co., states that the stockholders approved the recommendation of the board for the usual annual wage dividend paid on the first of each July.

The stockholders also approved the recommendation of the board concerning acceptance of the report on the stock distribution among employees, initiated several years ago by Mr. Eastman. He then gave \$1,000,000 of common stock to be distributed among the older employees, the company to give the same amount to be sold among the newer employees. The plan was put into effect in 1919, and the report told of its working out.

American Rolling Mill Co. Will Train Its Salesmen and Minor Executives

The training plans of the American Rolling Mill Co. have been enlarged to include the developing of minor executives. In January and July of each year application may be made by employees for this training, which has been designated as the "General Apprentice Course." The class is limited to six men. A similar course is conducted for training prospective salesmen. Applicants must be men of good physique and address, and preferably with college or technical education, although satisfactory business or industrial experience may be accepted in lieu of school training.

The course of study includes instruction in metallurgy of iron and steel, heat treatment of iron and steel, history and chemistry of the company's products, inspection trips, including customers' plants, coordination discussions, business economics and industrial history, business law, salesmanship and the psychology of

business (for sales apprentices only), and problems in plant management (for minor executive apprentices only).

NEWSY NOTES

The Washburn-Crosby Company has adopted the Community Singing Plan among its employees. The song rehearsals are heard in the cafeteria Fridays at noon. The company orchestra accompanies the singers.

The National Cash Register Co., desiring to promote as extensively as possible from within the ranks of its employees, has adopted the personal record card system.

The BULLETIN is indebted to Mr. A. E. Siverling, Personnel Supervisor of the Washburn-Crosby Co., for a copy of their recently issued guide book of information for employees. Copies can undoubtedly be secured by members by addressing their requests to Mr. Siverling.

The Boy Scout movement is gaining new and powerful champions. P. D. Armour, President of Armour & Company, recently invited some forty representative men from the stockyards districts, Chicago, to a luncheon, where the future of the movement among the big industrial organizations of Chicago was discussed.

Mr. H. H. Tukey, chairman of the Association's Sub-Committee on Foremanship Training, contributes an article to the Submarine Boat Corporation's company publication on "The Foreman and His Job." Gradually the value of training foremen is gaining recognition.

The Americanization classes of the Solvay Process Co. which were conducted during the past season at their Syracuse plant, contained a total enrollment of 326 men. Of these men, 199 were Italians; 47 Spaniards; 40 Austrians; 14 Russian Poles; 7 Polish; 7 Portuguese; 5 Cubans; 1 French; 3 Greeks; 2 Armenians, and 1 Bulgarian. More than 100 of the students were shift workers, which means that often they were forced to attend classes after working the night shift. One hundred and thirty-six were married men.

At the closing session of the Americanization classes con-

ducted at the Schenectady works of the General Electric Co., 102 certificates were awarded.

Employees who have been with R. H. Macy & Co., of New York, for a period of twenty-five years or more recently organized a club. There are 109 members.

Six hundred and fifty-one men and women graduated this year from the classes of the corporation school conducted by the National Cash Register Co. Of this number 177 completed the salesmanship classes, and 72 finished the agency office practice course.

The Shepard Electric Crane & Hoist Co. reports increased activities on the part of its employees in the company's savings and loan association.

At the closing exercises of the Americanization classes of the John B. Stetson Co., 168 men received certificates.

The teeth of some 700 children of employees of the Eastman Kodak Co. have been put in good condition at the expense of the company during the past year.

The Eastman Kodak Co. has established a business library as a part of its educational plans. Books and magazines may be borrowed by employees of the company, or the library will undertake to make digests of articles on various subjects in which employees are especially interested.

Classes have been formed by the H. J. Heinz Co. in its Americanization campaign, three for men employees and one for women. The company reports interest in this class of instruction as very satisfactory.

Mr. Lawrence Parker, Educational Director of the Woodward Technical High School at Toledo, after visiting practically all the technical schools in this country states that the apprentice school at the Lynn Works of the General Electric Co. is one of the best he visited in all of his travels.

American Woolen Stock to Employees

The American Woolen Company has announced a plan by

which officers and employees may purchase stock of the company. The directors voted to permit employees to subscribe for not more than twenty shares of stock each at \$66.50 a share, payments to be at the rate of \$1 a share each week. If the mills close, payments will be suspended until work is resumed. If an employee holds his stock for five years he will receive a bonus of \$12.50.

National Cash Register Co. Observes Good Health Week

The value of health is gradually gaining in recognition on the part of executives of industrial and commercial organizations. The week from May 9th to 16th was set aside by the National Cash Register Co. as "Good Health Week," and in connection with the observations, pageants for noon day meetings were put on by the Hygiene Department. A company publication also was devoted wholly to the subject of proper foods, right living, and other health topics.

Shepard Company Graduates Its Largest Class

The Shepard Electric Crane & Hoist Co. reports 188 graduates from its night school this year, as compared with 126 last year. The number of graduates this year is the largest in the history of the school. Forty-four sessions of the school were held, and sixty-eight of the students were present at all of the sessions.

New York Telephone Co. Adopts New Saving Plan

The New York Telephone Co. has worked out a plan cooperating with the Savings Bank Association of New York, whereby all of the company's 47,000 employees may save systematically and with a minimum of inconvenience.

In brief the plan opens to telephone company employees the opportunity to authorize the company to deduct a specific sum from his pay check each pay day for deposit in his name in one of the seven banks associated in the agreement. Such employees who subscribe to the plan may at any time make supplemental deposits or may make any withdrawals he may care to. In commenting on the plan, T. C. Sylvan, vice-president of the company, said:

"I am a believer in the savings account as a check to the spread of radicalism. The average man who is occupied at his daily task has not the inclination or the time or the power to put away small amounts systematically. In many small towns in which our employees are located, there are no savings banks, and

in the large cities banking hours do not make it convenient to make deposits. The most practical thing is to have the company deduct the amount specified by the employee."

The Lynn Works of the General Electric Company Finds Short Training Courses Helpful

The Lynn Works of the General Electric Company finds short training courses of value where there is the problem of imparting or teaching necessary trade knowledge and practices to green or partially skilled workers. Since this method of training was inaugurated in February last year, six groups of instructors have been trained, and for a definite period of ten weeks the following results were secured:

Two hundred and six learners have come under instruction.

One hundred and sixty learners of the 206 have been turned over to production.

Forty-six learners left instructor before completing training.

Eighteen learners of the 46 were transferred to other jobs.

Twenty-eight learners left the plant.

Accurate figures have been kept with regard to wages paid, production, spoiled work, and supervision. From these figures it has been found that the cost attached to the 18 transferred has run up to a tremendously large amount in comparison with the cost of the 160 who were turned over to production; in fact twice as large. The 28 learners who for various reasons left the plant were of course a direct loss to the company. This cost was also found to be exceedingly high.

Every effort possible should be made to first start the learner on a job for which he shows some aptitude or for which he is naturally fitted, and second to prevent transfers, unless substantiated by good reasons.

If a learner fails, after instructions, and a transfer is deemed necessary, care should be taken that the reasons for failure accompany his transfer. If this be done, the learner will sooner find his groove and begin to earn dividends for himself as well as for the company.

Medical Service of the John B. Stetson Co.

In addition to supplying doctors and nurses, the John B. Stetson Co. also furnishes a dental service for its employes, and the service of an oculist.

ANNUAL MEETING OF PITTSBURGH CHAPTER

The Fifth Annual Meeting Was the Best This Chapter Has Held—Excellent Address Delivered By Mr. C. S. Coler—Problems Suggested for Discussion During the Coming Year and New Officers for the Chapter Were Elected.

The fifth annual meeting of the Pittsburgh Chapter was held on Thursday, May 12th, at the Fort Pitt Hotel. Dinner was served at 7 o'clock. Mr. I. B. Shoup, Chairman of the Chapter, presided.

This was the most successful annual meeting that has been held since the organization of the Chapter. Of the twenty-one Class "A" company members in the Pittsburgh District, the following thirteen were represented:

American Bridge Co.
American Sheet and Tin Plate Co.
Bell Telephone Co.
A. M. Byers Co.
Carnegie Steel Co.
H. J. Heinz Co.
Jones & Laughlin Steel Co.
Kaufmann Department Stores, Inc.
National Tube Co.
Philadelphia Co.
Pittsburgh Railways Co.
Westinghouse Electric & Manufacturing Co.
Westinghouse Airbrake Co.

In addition to the above, the following non-member organizations were represented:

F. J. Kreß Box Co.
Pittsburgh Public Schools
Carnegie Institute of Technology
University of Pittsburgh.

The chairmen of the three active sections of the Chapter submitted reports of the work of their sections during the past year.

Unskilled Labor and Americanization Section.—The section held seven meetings, with an average attendance of twenty members. Four of the meetings were in the interest of Americanization, one on employe placement and two on Negro training and industrial relations. Three of the meetings were a decided success. The meeting on the application of the naturalization laws

was addressed by the Mr. Christ, in charge of the Naturalization Bureau of the Federal Government. The meeting on the school and shop training of the Negro was attended by thirty-five of the prominent Negro men and women of the Pittsburgh District. Close cooperation with the Pittsburgh Chamber of Commerce, through its Bureau of Americanization, has been effected, and it is hoped that this relationship will result in increased effectiveness in Pittsburgh's Americanization program.

For next year's work of the Section, it is recommended that greater attention be given to the unskilled and semi-skilled American-born men in industry and to women in industry. Further definite lines of research work are required. This has been undertaken along two lines—the Comparative Value of Americanization Work, and Racial Adaptability to Various Processes and Conditions of Industry.

Industrial and Public Schools Relations Section.—This Section held one general meeting at which the other sections of the Chapter were entertained. The regular monthly meetings were all devoted to a survey of the Pittsburgh District, in which it was endeavored to collect reliable data regarding the demands that industry makes on the educational institutions of Pittsburgh, and just what is being done by the schools to meet these demands. Statistics have been gathered which show that in view of the large percentage of school children who take up some industrial occupation after they leave school, the facilities for industrial training in the Pittsburgh Schools are entirely inadequate. This work of the section will be continued next year. Accurate and complete data will be collected, to show what the industries of the district want the public schools to contribute toward the preparation of their pupils for their life vocations. Along with this, information will be gathered which will aid the public school pupils to make an intelligent choice of their vocation, and to place them in that vocation. Dr. W. M. Davidson, Superintendent of Schools, pledged the active cooperation of the Board of Education in this work.

Employment Plans Section.—At the meetings of this section the member companies presented reports of the systems and practices now in effect in their organizations, for selecting, placing, and caring for their employees. In this manner, a large amount of up-to-date data was obtained, besides offering opportunities for the discussion of points on which there was a difference of opinions and practices.

Report of the Secretary-Treasurer.—The roll of the Chapter shows the following membership:

Class "A" Members	21
Class "B" Members	31
Class "C" Members	2
Chapter Members	24
Total Membership	78

There is a financial deficit for the year amounting to \$65.63. It was decided by vote that this deficit should be divided among and assessed against the Class "A" member companies.

The address of the evening on "The National Association of Corporation Training" was delivered by Mr. C. S. Coler, Manager of the Educational Department of the Westinghouse Electric & Manufacturing Co., and member of the Executive Committee of the National Association. In substance, Mr. Coler said:

"Society crystalizes into organizations and associations. The number and size of these associations is governed by the density of population, the degree of specialization developed in any given locality, the requirements of self-protection, and economic conditions. While all organizations are formed with the purpose of accomplishing good to the community, yet definite dangers may arise from the abuse of privileges, the possibility of great economic waste of time and money, and from the loss of individuality and initiative.

"The fundamentals which contribute to the success of an association are the common interests that hold it together and the service that it renders. Common interests are the desire for mental, moral or physical self-development, or economic interests of aggression or defense, or social or political interests, or the desire on the part of individuals for notoriety or the expression of leadership.

"An association, to be successful, must render service to its members and to society at large. Each member of the Association must be a worker. The members must be able to work together. The Association must stick to its text. It must have good leadership. It must be democratic. It should have a quality rather than a quantity standard of membership and program. The meetings must be convenient as regards time and place. The association must be economically sound. It must not have too much inertia. It should have high and definite entrance requirements; and the results of its work must be made known to the public."

In a brief review of the accomplishments of the Pittsburgh Chapter, Mr. Coler pointed out that the Chapter has shown consistent growth since its organization. It has stimulated an increased interest in industrial education in the Pittsburgh District. It has given its members an acquaintance with those who are handling similar work in various member institutions. It has successfully weathered the war period. It has conducted several important researches, and it has developed its individual members by stimulating their individual effort and expression.

For the future, the Chapter must bear in mind that industry is rapidly developing in the United States. Reconstruction has made necessary strict attention to industrial economics. Education and training are fundamental to industrial welfare. As topics that might receive the attention of the Chapter in its future work, Mr. Coler enumerated:

- Economics of production
- Economics of consumption
- Foreman and executive training
- The night school and its problems
- The training of industrial teachers
- Successful methods of instruction in industrial schools
- Financing industrial education
- Office training
- Commercial training
- Job analysis as a basis for training
- Compensation for work
- Americanization
- The college graduate in industry
- The library as an educational factor
- Extension and correspondence courses
- Organization of home study groups
- Industrial cycles and their relation to training
- Modern tendencies in industry and their effect on Industrial education.

At the annual election of Chapter officers, Mr. William Whigham, Vice-President of the Carnegie Steel Co., and Marshall Williams, Vice-President of the American Bridge Co., were re-elected to the Executive Committee. Dr. J. G. Bowman, Chancellor of the University of Pittsburgh, was elected a member of the Executive Committee, to succeed Dr. S. B. McCormick, who recently retired from the chancellorship of the University.

Col. D. W. K. Peacock, of the Philadelphia Company, was elected Chapter Chairman. Mr. J. E. Banks, of the American Bridge Co., was elected Vice-Chairman, and P. E. Wakefield, Carnegie Steel Co., was made Secretary-Treasurer.

New York City Chapter's Annual Meeting

The New York City Chapter held its annual meeting and election of officers on Wednesday evening, May 18. An informal dinner was given by the Chapter at which annual reports were read. The program arrangement was for a discussion of the continuation school problem, which has resulted from the new law which is gradually being made effective in New York State. Through the Local Chapter the representatives of industrial and commercial organizations are coming in contact with members of the board of education, superintendents, principals, and teachers.

This meeting was held too late to get a full report in this issue of the BULLETIN.

Equality of Opportunity and Cooperation

In a recent talk before the Chicago Plant Executives Club, Lester Armour, the principal speaker, chose as his topic "Equality of Opportunity and Cooperation."

He dwelt upon the fact that Washington's outstanding service to humanity lay in his championship of the then new idea that most men should be masters of their own destiny and not compelled by tradition to follow in the footsteps of their fathers. One of the fundamentals of the new country, which Washington fathered, was that all men might have equal opportunity to be what they desired to be, and what they had the ability to be.

Scholarships for Employees of the Pennsylvania Railway System

The Pennsylvania Railway System announces the awarding of four scholarships as provided by the Frank Thomson endowment for the four years beginning 1921. Under this endowment, four scholarships have previously been awarded, making a total of eight in all.

Applicants for these scholarships must be sons of living or deceased employees of the lines embraced in the Pennsylvania System. The awards are an opportunity to secure a technical education to better qualify the students for employment by the Pennsylvania Railroad, when their education has been completed.

The examination embraces subjects corresponding to the entrance requirements of the scientific departments of the higher classes of university, college and technical students. The successful candidates will receive certificates from the company entitling them to a sum not exceeding \$600 per year, in equal quarterly payments.

It is the purpose of the railroad to continue these awards permanently, provided the fund proves sufficient to permit of such action.

In addition to the above described awards, two scholarships in the University of Pennsylvania are also awarded annually under the John Clark Sims endowment, and these awards are open to employees and to sons of living or deceased employees of the Pennsylvania System.

Employees of the Washburn-Crosby Company Have the True Spirit of Cooperation

During the reconstruction period much has been heard on the negative side of employees' interest in the welfare of the company, by which they are employed. The following article is taken from a company publication of the Washburn-Crosby Company, and gives the other and more pleasing side.

"Some say that modern-day employees do not take the affairs of their companies to heart; that their interest is only in having a job and getting their pay checks. If you will take a walk with us, any day, around the different departments of Washburn-Crosby Co., we will be glad to refute this statement and show you that with a large percentage of employees the affairs of the Company are considered their affairs, as they should be, and many give them even more thought than their personal affairs.

"Take for example the business depression of the last few weeks. The result of it has been worry and care not only for the Company officials, but for the larger number of employees. This condition is reflected in their faces and when business gets particularly bad some look as if they had lost their last friend. But let business pick up; then the smiles come out and all are happy.

"And there is no selfish motive at the bottom of it, either. Of course, everyone worries about hanging on to his own job, but the chief concern is the Company. It is the organization, as a whole that the employe who is worth his salt, thinks about, and there is not one of them but who would do anything in his or her power to aid in maintaining prosperity."

Pennsylvania Railroad Veterans Organize

With a charter membership of 1,261, the Pennsylvania System Veteran Employees' Association, General Office, Philadelphia, was formed on February 17, 1921. This was made the occasion of a special meeting of General Office men in the Bellevue-Stratford Hotel of Philadelphia. There were over 800 persons present, among whom the officers of the Railroad Company were largely represented.

Out of a force of 6,000 officers and employes in active service in the General Office at Philadelphia, 1,300 have been in the service twenty-one years or more. This is the principal requirement for eligibility to membership in the Association.

"The object of this Association shall be the encouragement and promotion of friendly intercourse and mutual regard among its members, and a spirit of esteem for the corporation in whose service they are employed and enthusiastic devotion to its interests."

The General Electric Co. Offers Reward for Satisfactory Attendance Records

A Summer Attendance Bonus, ranging between 4 and 10 per cent of the total earnings of the eligible employes during the hot weather period, was given to all whose total absence for this time had not exceeded six days, and who had been in the employ of the company on the 1st of October. The per cent paid, based on the absence, was as follows:

Days Absent	Per Cent Bonus
0	10%
1	9
2	8
3	7
4	6
5	5
6	4
7 or more.....	0

Recently a total of \$65,679.24 was given the 3,943 winners of this bonus whose loyalty and steadfastness during the summer months greatly aided the management in meeting production problems. The following five departments and factories had the highest percentage of employes to whom the award was made: Harrison Truck Service, 94.11 per cent; Harrison Warehouse, 85.71 per cent; Factory No. 7, 83 per cent; Factory No. 2, 80.19 per cent, and Factory No. 6, 77.81 per cent.

A vacation bonus, equivalent to one week's pay, was paid to all who had been continuously on the company's payroll for one year or more on September 15th, and who would ordinarily lose pay because of the one week summer shutdown. During 1920, 2,448 received this bonus, the total payment of which amounted to \$53,682.83.

Of the lamp factories, Factory No. 6 led with a total of 64.01 per cent of employes who received this bonus. Factory No. 2 with 56.23 per cent, and Factory No. 5 with 54.93 per cent followed closely.

The Five-Year Service Bonus will be paid shortly to all employes who have maintained continuous service with the company for five consecutive years or more. It amounts to 5 per cent of the yearly salary and is paid in two installments. This is practically equivalent to two and one-half weeks' salary and serves as an emphatic reminder of the company's far-sighted policy.

Educational Efforts of the Scovill Manufacturing Company

The Scovill Manufacturing Company, through a company publication, states that its educational classes are now in full swing with larger attendance and more enthusiasm than ever before. The following account is taken from the company publication:

"Although classes are held at other hours throughout the day, the most popular hours are at the beginning and end of working sessions—that is 11, 1 and 5 o'clock. At these hours, one may see interested groups of men and women ranging in age from 16 to 54, taking their first steps to learn to speak the language of their adopted country, or learning to read and write English that they may better themselves and their children.

"There is no compulsion used in organizing the classes, the members asking permission of their own accord, foremen encouraging their employes to attend; or the educational department following up those who could not pass the literacy test as applied in the Employment Office when the man or woman was hired.

"We cordially invite all foremen who are interested in this work to visit the school while classes are in session, to see first-hand the manner in which their men are being taught, and to watch their progress. It is interesting to watch the change in a man's vocabulary and manner. Even his facial expression seems to change as he begins to understand what is being said around him and he becomes eager to take part in the general conversa-

tion. Topics such as safety, cleanliness, health, and loyalty have a prominent place in the school curriculum, and very frequently the direct results of these lessons can be traced."

H. J. Heinz Company Inaugurates Americanization Work

There was an attendance of seventy at the first meeting of the newly organized Americanization Class. The following account is taken from a Company publication:

The purpose of the class is to offer instruction in English to all our foreign employes so that in time they may become better American citizens and more able employes.

The movement, which has the active support and encouragement of the directors of the Company, has been brought to its present development largely through the efforts of Mr. J. B. LeClere of the Employment Department, who has secured the active cooperation of the Pittsburgh Chamber of Commerce.

A committee has been appointed including Messrs. LeClere, Heinrich, Vagentic, Streba, Spilker, Schiel, T. A. Robinson, Fred Heinz, Joe Ross, and Mrs. Dunn and Miss Lillian Weizmann. This committee will arrange all details of organization and will assist in outlining the plans for the work of the class. This will be principally the study of English with sufficient instruction in law, government, etc., to enable the members to secure naturalization papers as soon as possible. At the same time other matters of immediate interest to the members in their relation to the plant, such as safety and efficiency, will be given attention. The heads of the departments in the factory have already shown their interest in the work and have promised the committee their active cooperation.

The instruction itself will be in the hands of four teachers who are supplied by the city board of education. The class will meet each Tuesday and Thursday evening. The success of the class is forecast by the eagerness with which the idea has been received by the employes. Without any solicitation other than the posting of notices of the proposed formation of the class, fifty-eight persons handed in their names for membership. Request has also been made for an additional class to meet immediately after the factory closing hour, for the convenience of those who, living at a distance, cannot return in time for the evening session.

Western Electric Wants No "Mere Cogs"

The day of the human cog in industry is nearing its end. In-

stead of resting content to have their workers lead dull lives, ignorant of the real meaning of the great bustle of which they form a part, the more progressive manufacturers are taking steps to acquaint their personnel with the why and wherefore of everything they do.

The Annual Products Show staged by the Western Electric Company at its big plant near Chicago, is a fitting example of this big educational step in industry. Every type of machinery used in the factory, and every little item produced in it are displayed, in pieces, partially assembled, and assembled and explained by demonstrators. Thousands of employees visit the show with their families, and department heads conduct their own workers through it.

The big electric concern is anxious to develop active inquiring brains in its employees. With more than 20,000 workers engaged in more or less specialized work at Hawthorne and spread out through more than seventy-five acres of buildings it is obvious that very few individuals in the course of their work have a chance to get a knowledge of the plant as a whole. Ordinarily they would have but a faint idea of the real duties of the men on either side of their own work benches. To offset this condition the company arranges an exhibit of all its processes, wares and instruments each year. For three days and nights it is open to the workers. They are not only enabled to see just how their own individual efforts affect the finished product but they also get an opportunity to learn what uses are made of all the appliances.

Insurance and Sick Benefit Fund of the New York Edison Co.

A recent report issued by the Employees Association of The New York Edison Co. shows that of 8,798 employees on the company's payroll, 4,943 have membership in the Employees Association, and thus have life insurance to some extent. The company maintains a group insurance plan. Two hundred and fifty-nine members of the Association died during the three and one-half years covered in the report.

The company also maintains through the Employees Association a Sick Benefit Fund, which in the main is supported by the employees themselves. Benefits paid, however, continue in excess of receipts, and to cover the deficit the company has contributed \$13,500. The number of employees who have benefited through the sick fund is 2,315.

Personnel Activities of the Scovill Manufacturing Co.

The Scovill Manufacturing Co. lists in a Company publication a "Directory of Information." Their personnel activities classify under the following headings: Scoville foremen's association, Scoville girls' club, a recreation committee, industrial service department, medical staff, compensation department, and real estate department.

Under the industrial service department are classified athletics, personnel help service, restaurant, employment, personal service—that is, the looking up of absent employees, finding rooms or houses which employees may rent, visiting pensioners, matters relating to the welfare of employees, educational classes, publicity, and library.

Hyatt Roller Bearing Co. Awards Bonuses for Continuity of Service

The Hyatt Roller Bearing Division of the General Motors Corporation will divide approximately two per cent of the net sales for the year 1920 as a bonus fund.

All employees who have served continuously six months or more participate. The bonus plan provides for a trust fund which pays the participant interest at the rate of 6 per cent a year. The participant is privileged to draw 20 per cent of his bonus each year or he may elect to receive payment in full at the end of five years together with a proportionate share of all forfeitures and excess earnings. Participants are divided into four groups according to length of service and personal efficiency rating. The plan applies to all employees, here and the company's 33 branches.

Continuity of Service in the Schenectady Plant of the General Electric Company

Of the 23,798 employees at Schenectady

11,301 employees (or over forty-seven per cent) have each kept their job five years or more.

4,714 employees (or twenty per cent) have each kept their job ten years or more.

1,050 employees (or almost four and one-half per cent) have each kept their job twenty-five years or more.

In making available the above figures, a representative of the company asks: "What other large plant in the United States can make the claim that over forty-seven per cent (nearly half) of their employees have kept continuously at work for five years or more?"

ONE YEAR'S RECORD OF THE MEDICAL DEPARTMENT OF THE CHASE NATIONAL BANK

From a Company Publication of the Bank, Valuable Information Is Secured and Republished in the Bulletin that Every Financial and Commercial Organization May Have Knowledge As to How a Medical Department Functions. The Value of Such Service Is Fully As Great in Commercial Organizations As It Is In Industrial Institutions.

The Medical Department of the Chase National Bank, New York, had completed its first year of service in November of last year. From a company publication we glean the following interesting facts as to how a Medical Department serves a large financial organization:

The visitors to the doctor's office include new applicants to be examined for admission to the bank, an office-boy with an arm in a sling, a clerk with a boil or two, or a baseball player with a black eye, and occasionally an officer on the wing, intent on heading off a cold or a sore throat. There is no corner of the bank, we think from what we see of those who go and come, which has not found the doctor's office a help at one time or many times. Moreover, it is not only during the physician's office hours that the department is busy. Throughout the day, Miss Metzner, the registered nurse in charge, cares for all manner of minor cases, gives first aid to major cases, and looks after things that come up suddenly or do not need the care of a physician. Thus she supplements and extends the work of Dr. Minton.

But it is not from casually observing the "before" and "after" expressions of the faces of those who come and go, but from the records of the office, that we can tell most satisfactorily of what has been done in the first year of the Medical Department's career. Over one thousand persons have been given a medical examination during this year. This number includes all of the newcomers, since the rule was made a year ago that all who entered the service of the bank must pass the medical examination. It includes, also, almost all of those who were already employees of the bank, with whom the taking of the examination was optional. Many of the departments are 100 per cent in their record for physical examinations, and only two are far behind.

Besides physical examinations, of which there are sometimes as many as twelve a day, Dr. Minton treats an average of fifteen visitors a day in the two hours he is here. This is the intensive

time of day for the medical department, but it is by no means the extent of the day's activity, as has already been stated. All day long, from the time she takes off her hat and dons her uniform, Miss Metzner is called upon for services ranging from the mere use of the scales to treatments of infections. She is equal to any emergency, and what it means to have her there, not only for her superior professional ability but as well for her readiness to help and her kind and cheerful spirit, is well known to the many who have had need of her.

In the matter of financial economy alone, the work of the Medical Department is a tremendous help to the individual employe who needs medical treatment. Aside from the more serious afflictions which it prevents—as during the influenza epidemic last winter, when, by sending home at once the few cases which appeared here, an epidemic at the bank was prevented—the medical department saves some of us many a little two-dollar office call upon our home physicians. Those who are sometimes afflicted with boils find ample help and attention at the hands of Dr. Minton and Miss Metzner; infected fingers are properly dressed right here; sore throats are painted; noses sprayed; in short, anything which can be taken care of while the patient is unconfined to his or her home is well cared for here. One employe suffering from an infection of long duration saved the price of a call on his home doctor every day for many weeks by coming to Miss Metzner, who dressed the infection daily. Instances might be multiplied, but enough have been cited to give some idea of the extent and usefulness of the medical department's work.

The Apprentice School of the Fort Wayne Works of the General Electric Company

The Apprentice School of the Fort Wayne works of the General Electric Company was established in 1913 and graduated its first class in 1917—ten completing their course. Forty-six young men have now graduated since the school started, and at the present time there are 103 additional apprentices taking the different courses. Forty of the forty-six graduates are still in the employ of the General Electric Company, one is taking a course at Michigan University, two are deceased, and three are working for other concerns. Of the total graduates 87 per cent are still in the employ of the General Electric Company, and only $6\frac{1}{2}$ per cent left to work for other concerns.

Commencement Exercises of the Westinghouse Electric and Manufacturing Co. Technical Night School

The commencement exercises of the School will be held on June 7 in the auditorium of the Union High School Building at Turtle Creek. The graduating class this year is one of the largest in the history of the school, totalling 108. General Guy E. Tripp, Chairman of the Board of Directors of the company, will deliver the graduation address.

American Rolling Mill Company Grants Trade Apprentice Bonuses

The American Rolling Mill Company grants to each apprentice who graduates from their training courses, bonus checks of \$50.00, in addition to a graduation bonus of \$100.00. The extra \$50.00 is granted to apprentices who are still in the employ of the company at the end of six months after graduation.

DIRECTORY OF LOCAL CHAPTERS

Chicago Chapter

F. E. WEAKLY, Chairman.
Montgomery Ward & Company,
Chicago, Ill.

MISS ANN DURHAM, Secretary-Treasurer.

Federal Reserve Bank of Chicago, Ill.

Southern New England Chapter

A. C. JEWETT, Chairman.
Winchester Repeating Arms
Company, New Haven, Conn.

ROBERT H. BOOTH, Secretary-Treasurer.

Bridgeport Brass Company,
Bridgeport, Conn.

Pittsburgh Chapter

I. B. SHOUP, Chairman.
Westinghouse Elec. & Mfg.

Company, East Pittsburgh,
Pa.

MR. P. E. WAKEFIELD, Secretary-Treasurer, Carnegie Steel Company, Duquesne, Pa.

Western New York Chapter

E. R. COLE, Chairman.
Acheson-Graphite Company,
Niagara Falls, N. Y.

H. E. PUFFER, Secretary-Treasurer.

Larkin Company, Buffalo, N. Y.

New York City Chapter

DR. L. F. FULD, Chairman.
Henry L. Doherty & Company,
New York, N. Y.

JOHN F. KELLY, Secretary-Treasurer.

The New York Edison Company, New York, N. Y.

CHAIRMEN AND DUTIES OF SUB-COMMITTEES

Application of Psychological Tests and Rating Scales in Industry

MISS ELSIE OSCHRIN, Chairman.
R. H. Macy & Company, New
York City.

Duties:

- a. To again state the method of development of tests and to give a history of their current usage with concrete instances.

- b. To determine the indications for the continued and increasing use of tests in their application to employment and personnel problems.

- c. To make further report on the use of the Rating Scale.

Employment

MR. H. E. VON KERSBURG, Chairman.

R. H. Macy & Company, New
York City.

Duties:

- a. To define the scope and functions of a standard employment department.
- b. To study the relation of the employment department to other sub-divisions of personnel work—training department, health department, welfare department, safety department, etc.; to study and report the relation of the employment department to production, accounting and financing, traffic, marketing.

Executive Training

DR. E. B. GOWIN, Chairman.
Litchfield, Nebr.

Duties:

To study successful plans for the selection and training of men for executive positions.

Foremen Training

MR. HARRY H. TUKEY, Chairman.
Submarine Boat Corporation,
Newark, N. J.

Duties:

- a. To define what are the scope and functions of foremen training.
- b. To establish definite aims and to frame content which will meet these aims.
- c. To discuss the merits of instructional methods.

Health Education

DR. E. S. MCSWEENEY, Chairman.
New York Telephone Company,
New York City.

Duties:

To make a study to determine best plans for health education and to recommend methods for the instructing of employees in the developing and maintaining of health.

Job Analysis

MR. HARRY A. HOPF, Chairman.
Federal Reserve Bank of New
York, New York City.

Duties:

- a. To determine the influence of job analysis on the equitable establishment of wages.
- b. To determine human qualifications necessary for certain occupations.
- c. To determine methods in the selection of employees for specific jobs.

- d. To determine how best to utilize disabled men.
- e. To make a study of correlations in the establishment of specifications for the same kind of work in the same plant and in different plants.

Labor Turnover

DR. HUGO DIEMER, Chairman.
LaSalle Extension University,
Chicago, Ill.

Duties:

To make a study of abnormal labor turnover of the present period due to the world war and how this extraordinary condition has been successfully met by certain industrial and commercial companies which have maintained a normal labor turnover.

Marketing

MR. W. E. FREEMAN, Chairman.
Westinghouse Electric & Manufacturing Company, East
Pittsburgh, Pa.

Duties:

To make the application of training to the fundamentals of marketing as set forth in the Sub-Committee Report of 1919.

Office Work Training

MISS HARRIET F. BAKER, Chairman.
The New York Edison Co.,
New York, New York.

Duties:

To study the problems of training workers in small offices and departments and to suggest types of training adapted to them.

Profit-Sharing and Allied Thrift Plans

MISS HARRIET F. BAKER, Chairman.
The New York Edison Company, New York City.

Duties:

To study the relative merits of various thrift plans and to outline typical programs for promoting thrift.

Public Education

MR. C. E. SHAW, Chairman.
Dennison Manufacturing Company, Framingham, Mass.

Duties:

To suggest a scheme of standards for rating the graduates

of the public schools which will enable employers to judge more fully their fitness for their work.

Skilled and Semi-Skilled Labor

DR. A. J. BEATTY, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties:

- a. To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.
- b. To recommend methods for training for semi-skilled and skilled workers.

Technical Training

DR. R. L. SACKETT, Chairman.
The Pennsylvania State College, State College, Pa.

Duties:

- To continue the study of practical ways of securing co-operation between the industries and technical institutions:
1. By individual contact between the industries and the colleges;
 2. By improvement in technical training methods;
 3. By studying methods for the selection of men.

Trade Apprenticeship

MR. E. E. SHELDON, General Chairman.
R. R. Donnelley & Sons Company, Chicago, Ill.

Duties:

To suggest supplemental subjects which may well accompany the trade teaching of an apprentice school.

Section I—Manufacturing

MR. R. F. CAREY, Chairman.
Westinghouse Electric & Manufacturing Company, Lester, Pa.

Duties:

- a. To make a study of the economics of apprenticeship.
- b. To make a further study of the standardization of apprenticeship instruction.

Section II—Steel and Iron and Plant Maintenance

MR. JAMES R. BERRY, Chairman.
American Rolling Mill Company, Middletown, Ohio.

Duties:

- a. To define the field for apprentice courses.
- b. To study the possible extension of apprenticeship courses.
- c. To outline typical courses.

Section III—Railroads

MR. J. H. YODER, Chairman.
The Pennsylvania Railroad Company, Altoona, Pa.

Duties:

- a. To make a survey of the present status of trade apprenticeship in railroad shops.
- b. To recommend helpful suggestions for the improvement of existing conditions and possible enlargement of the field.

Training for Foreign Commerce

MR. C. S. COOPER, Chairman.
W. R. Grace & Company, New York City.

Duties:

To study existing schemes of training for foreign commerce and to show the best methods employed.

Unskilled Labor and Americanization

MR. J. E. BANKS, Chairman.
American Bridge Company, Ambridge, Pa.

Duties:

- a. To consider the problem of increasing the efficiency of unskilled labor.
- b. To continue the study of successful methods in Americanization work.

Visualized Training

MR. HOWARD M. JEFFERSON, Chairman.
Federal Reserve Bank of New York, New York City.

Duties:

- a. To study the progress made in visualized training, particularly the progress that has been made in the last six years.
- b. To attempt to evaluate the work that has been done from an educational standpoint.
- c. To make suggestions regarding the ways in which visualized training may be used effectively in industry and in commerce.

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